

SECTION C

IMPLEMENTATION PROCESS

Implementation Process

Citizens not only expect wise management of the City, but also expect dividends for a better Community. The CAP initiative views this relationship as citizens investing their resources and expecting the City Administration to raise those resources to the highest level of productivity and effectiveness, in serving both the individual citizen and the Community-at-Large.

The Community Area Planning initiative is a proactive approach to addressing the specific needs of an area. The CAP plan secures a comprehensive picture of the community life of an area. Since this is a departure from previous comprehensive planning programs, a different implementation framework is required. The strength of this new framework will come from the feasibility plans created and adopted by City staff.

All the strategies identified by the stakeholders in the Central CAP Area will require city staff to address their issues. To efficiently achieve these strategies that are the sole responsibility of city government, partnerships need to be formed between city departments.

The Community Area Planning initiative is an aggressive, pro-active change from how a community's needs were identified, selected and implemented. In this new planning program, the resident's relationship with the City has been altered where the citizen is now a major stakeholder of the City and in so doing seek a partnership with city government.

The implementation of this community area plan will ultimately require partnerships with and between community organizations, citizens, and the city government. The last section of the plan is a discussion of the framework that has been designed to foster the development and success of the many partnerships. This section also includes the detailed action plan, which will be followed to ensure the implementation of the plan.

The community area planning implementation team will act as an oversight committee, ensuring the actions are completed and that the strategies are in fact adequately addressing the issues that were identified by the community.

Implementation Environment

Real world processes, as they happen, are complex, gangling, even muddled or messy. These processes are exacerbated in areas where often the need is so great, the issues are so complex, the stakeholders so diverse, the constraints so pervasive, the oversight so intense, and the resources so few. The goals generated and called for by the Central Area Community face the following pressing challenges which City staff must address:

- Rising maintenance and repair costs of infrastructure;
- The technological obsolescence of facilities before the end of their useful life;
- The need for a different mix of facilities in different places, to meet the changing demographics;
- Changing depreciation rates;
- Balancing competing priorities for limited resources from other processes such as the Citywide CIP, the CRA, the BCIP, the NCIP, and the operating budget process.
- A renaissance in government reform and devolution shifting responsibility and paving the way for new ways of doing business, including privatization and public-private partnerships, and

- A better understanding of the interdependencies of systems and processes, domestic and foreign, which together with access to a broader array of information, enable more informed decision-making.

From a practical standpoint, *collaboration* is the principal mechanism for overcoming the issues above. City staff has found that working together puts more resources “on target.” And resources include financial as well as the intellectual capital of the city’s employees and other stakeholders.

In order to accomplish the Central Area goals, city employees seek to improve the bureaucratic form of administration and to augment it with management methods and organization structures that promote employees’ abilities to develop and deliver public services, whose end result is a positive outcome for the community they serve. For the City, positive outcomes must always be measured in how its endeavors benefit the communities it serves.

The Community Area Plan Implementation Team (CAPIT)

To facilitate the implementation of these strategies, a team of citizens from the community area, the Community Leadership Committee (CLC) and city staff will be brought together to ensure that the strategies become a reality. The team will consist of representatives from the community area and city departments that have the most significant roles to play in the strategies identified through the planning process.

The role of the CAPIT will be to ensure that the organizations with actions to complete have either officially adopted the Implementation Program or informally agreed to complete their assigned actions. The CAPIT will be responsible for meeting on a regular basis to review the status of the actions and to promote the completion of them. This will be a working group actively involved in working toward the area’s goals. The group will identify a set of benchmarks to be used to measure the success of the plan and whether any modifications are needed for it.

From area to area, the members of the CAPIT will differ since the composition will reflect each area’s unique issues. For the Central Area, several members will be city staff from the departments that have the greatest number of strategies assigned to them. These departments include:

- City Manager’s Office
- Police Department
- Engineering Department
- Public Services Department
- Parks & Recreation Department
- Code Enforcement Division
- Office of Community & Comprehensive Planning

Implementation Plan

The Implementation Plan focuses on actions needed to make this plan a reality. Strategies, by design, are usually written in general terms. To ensure their implementation, specific actions are required. These actions should always culminate in tangible results, be measurable, and be assigned to a specific individual or group.

The Implementation Plan for the Central area provides for realizing the strategies identified to date. These actions will be carried out over the next five years. At the end of that period of time, the planning process for this area will begin anew. It will be the responsibility of the CAPIT to oversee this implementation and to provide a regular review of the plan's strategies.

The Implementation contains 58 actions and is laid out in eight columns. The statement in the gray shading is the goal being addressed. The first column identifies the objective(s) identified to accomplish the goal and the strategies column involves the implementation of the objectives.

Implementation Recommendation

Staff recognizes that government is naturally resistant to change. But, if the City is to make the changes that will improve the lives of the Central Area, everyone will have to be involved and create a climate that makes it possible for our leaders and managers to challenge the status quo.

The implementation of these Goals can move the process of enacting the rules to maintain the status quo and achieving compliance to improving the area's quality of life.

It is the CAP philosophy that government belongs to the residents. They pay for it with their tax dollars. They direct it with their vote. They feel the effects of its decisions. Therefore, they deserve the best the City has to offer.

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	1. Create educational programs to help recognize criminal activity.
Strategies	<ul style="list-style-type: none"> a. Develop team of School Resource Officers, PTA members and CPI Officers. b. Team to develop 1-yr program to help community members identify criminal activity in their homes and on the streets. c. Team to coordinate with neighborhood and civic associations to set program time line. d. Conduct program. e. Certification for completion of program, participants to begin monitoring and reporting crimes throughout their neighborhood.
Time Frame	January 2003
Performance Measurement	<p>Number and percent reporting criminal activity.</p> <p>Percentage decrease of actual crime.</p>
Lead Entity and Contact Person	Major Chuck Drago Community Policing 828-6411
Yearly Cost (5 Year Cost)	Marketing Cost: \$2,000 (\$10,000)
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	Utilize New Elementary Resource Officers

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	2. Refine and expand TIP line.
Strategies	<ul style="list-style-type: none"> a. Team to develop new strategies for increased TIP usage and increased results. b. Revised TIP to be marketed and made available. c. Determine effectiveness of expanded and revised TIP line.
Time Frame	January 2003
Performance Measurement	<p>Number and percent reporting criminal activity.</p> <p>Percentage decrease of actual crime.</p>
Lead Entity and Contact Person	Major Chuck Drago Community Policing 828-6411
Yearly Cost (5 Year Cost)	Marketing Cost: \$2,000 (\$10,000)
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	Utilize New Elementary Resource Officers

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	3. Increase awareness of current Police programs and initiatives (See page 7-10 for current programs).
Strategies	<ul style="list-style-type: none"> a. Police department to work with PIO office or contractual agency to determine most effective way to promote police initiatives. b. Police officers to attend monthly neighborhood and civic association meetings to discuss issues of crime and available police programs. c. Police initiative Promotion Plan implemented throughout various neighborhoods or citywide.
Time Frame	January 2002
Performance Measurement	User Survey
Lead Entity and Contact Person	Major Chuck Drago, Police Department, 828-6411
Yearly Cost (5 Year Cost)	Existing Resources
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	Use existing Neighborhood/ Civic Association newsletters and other small-scale publications. Post advertisements during movie theater PSA's.

**(Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	4. Create mentoring program for juvenile offenders (include businesses, non-profit orgs, churches, etc.)
Strategies	<ul style="list-style-type: none"> a. Research existing mentoring programs for recidivism of juveniles. b. Coordinate with outside agencies/social service programs to develop new mentoring program. c. Administer program into local courts or local resource centers and monitor effects.
Time Frame	January 2003
Performance Measurement	<p>Number of convicts treated</p> <p>Number committing crimes again</p>
Lead Entity and Contact Person	<p>Major Bob Montagano Police Department 828-5615</p> <p>Alyce V. Zahniser Diversity Management 762-4933</p>
Yearly Cost (5 Year Cost)	<p>\$6,000</p> <p>(\$30,000)</p>
Funding Source	<p>Use matching grant money to set up referral program.</p> <p>Use AIM High Grant Funding.</p>
Comments	

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	5. Create a specialized probation sentence for “sellers”; use convicted felons as adverse role models.
Strategies	<ul style="list-style-type: none"> a. Research existing probation sentences for drug dealers and study their effects. b. Refine or revise sentences to include public service to educate minors, and/or develop opportunities to use “salesman” qualities in non-drug setting. c. Monitor the effect of such probation sentences or program.
Time Frame	January 2003
Performance Measurement	Number of sellers
Lead Entity and Contact Person	Major Chuck Drago Police Department 828-6411
Yearly Cost (5 Year Cost)	City would not incur actual costs.
Funding Source	
Comments	<p>Implementation contingent upon City/County court coordination.</p> <p>Must lobby to require these specific programs or probation sentences in courts and jails.</p>

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	6. Install public surveillance cameras
Strategies	<ul style="list-style-type: none"> a. Locate areas throughout Central Area where there is a repeated instance of crime or illegal activity (i.e. parks, parking lots, specific streets). b. Research legality and feasibility of installing surveillance cameras at the chosen locations. c. Research possible surveillance equipment providers. d. Install cameras where necessary and appropriate.
Time Frame	August 2002
Performance Measurement	Percent reduction in crime
Lead Entity and Contact Person	Major Bob Montagano Police Department 828-5615
Yearly Cost (5 Year Cost)	16 Security cameras & 1 digital recorder: <u>\$65,000</u> Use Existing Security Officers
Funding Source	
Comments	This objective was developed as an effort to increase the public's overall sense of security in highly public places. It was not the intent of the Task Group to implement this objective in an attempt to encroach upon individual privacy. (Costs were obtained from Navarro Group Ltd.)

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	7. Broaden DARE/GREAT programs to include K-4 th Grades (Drug Abuse Resistance Education/.
Strategies	<ul style="list-style-type: none"> a. Form committee of PTA members, School Resource Officer, and Community Policing Officer. b. Determine the benefits and obstacles of implementing these programs in elementary schools. c. Based on previous outcome develop program to implement in schools. d. Implement DARE/GREAT in area elementary schools.
Time Frame	June 2003
Performance Measurement	Number of students participating in DARE
Lead Entity and Contact Person	Major Chuck Drago Police Department 828-6411
Yearly Cost (5 Year Cost)	4 School Resource Officers to work program for 12 Elementary Schools: \$200,000 (\$1,000,000)
Funding Source	Existing Grant Funding
Comments	It is a belief of the Task Group that anti-drug and anti-gang resistance programs should be implemented in grades prior to 5 th due to the fact that younger children are vulnerable and increasingly involved in criminal activity.

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	8. Use 24hr police vans to allow officers to return to duty more quickly after an arrest is made.
Strategies	<ul style="list-style-type: none"> a. Heavily recruit to hire 6 additional Detention Officers. b. Develop new protocol that will allow Patrol Officers to return to patrol immediately after an initial arrest is made. c. Implement protocol.
Time Frame	February 2003
Performance Measurement	<p>Number of crimes processed</p> <p>Number of arrests</p>
Lead Entity and Contact Person	<p>Major Bob Montagano</p> <p>Police Department</p> <p>828-5615</p>
Yearly Cost (5 Year Cost)	<p>Detention Officer Salary:</p> <p>\$35,000/yr x Six = \$210,000/yr</p> <p>(\$1,050,000)</p>
Funding Source	
Comments	

**Goal 1: Increase Police Presence in Areas Identified by
Community and Crime Index; Control the Migration of Crime**

Objective	9. Increase police presence with mounted, bicycle, or foot patrol.
Strategies	<ul style="list-style-type: none"> a. Heavily recruit and hire 5 additional Police Officers. b. Distribute Officers throughout Central Area based on level of reported crimes.
Time Frame	February 2002
Performance Measurement	<p>Citizen Survey</p> <p>Number of arrests</p>
Lead Entity and Contact Person	<p>Major Bob Montagano</p> <p>Police Department</p> <p>828-5615</p>
Yearly Cost (5 Year Cost)	<p>Police Officer Salary: \$65,000 x Five = \$325,000/yr</p> <p>(\$1,625,000)</p>
Funding Source	
Comments	

Goal 2: New Drainage System for Flooded Areas

Objective	1. Monitor the effect of the 21 st /23 rd Avenue Drainage Project and the Dillard Swale Reclamation.
Strategies	a. Determine and monitor the effect of the project on drainage of the surrounding areas.
Time Frame	Starting 2001, begin reports in 2003
Performance Measurement	Percent of area flooded
Lead Entity and Contact Person	Paul Bohlander Public Services Department. 828-5729
Yearly Cost (5 Year Cost)	N/A
Funding Source	N/A
Comments	Construction on the project should commence in 2001

Goal 2: New Drainage System for Flooded Areas

Objective	2. Drainage for Progresso
Strategies	<ul style="list-style-type: none"> a. Funding b. Construction c. Hook-up
Time Frame	Project Completion by 2006
Performance Measurement	Number of hook-ups into the system.
Lead Entity and Contact Person	Paul Bohlander Public Services Department. 828-5729
Yearly Cost (5 Year Cost)	<u>\$4,663,717</u> for storm sewer
Funding Source	\$3,268,029 assessment \$1,395,688 city share
Comments	January CC Presentation on a future sanitary sewer & drainage assessment for the City.

Goal 2: New Drainage System for Flooded Areas

Objective	3. Conduct topographical and water flow survey to determine where all the drainage problems.
Strategies	a. Consultant RFP b. Report on drainage problem areas, with estimated improvement costs
Time Frame	a. 2002 b. 2003
Performance Measurement	A map depicting drainage problem areas in the Central Area, with estimated improvement costs.
Lead Entity and Contact Person	Paul Bohlander Public Services Department 828-5729
Yearly Cost (5 Year Cost)	<u>\$200,000</u>
Funding Source	StormWater Fund
Comments	

Goal 2: New Drainage System for Flooded Areas

Objective	4. Apply solutions to areas identified in survey listed in #3 above.
Strategies	<ul style="list-style-type: none"> a. Perform detailed estimates for problem areas b. Consult with the Commission to determine budget priority c. Send projects out for bid d. Construction e. Completion
Time Frame	<ul style="list-style-type: none"> a. 2003 b. 2004 c. 2005 d. 2005 e. 2009
Performance Measurement	Number of drainage problems alleviated.
Lead Entity and Contact Person	Paul Bohlander Public Services Department. 828-5729
Yearly Cost (5 Year Cost)	Depending on survey results
Funding Source	StormWater Fund, Assessments, TIFF, CDBG
Comments	

Goal 3: Improve the Sewer Problems Across the Whole CAP Area

Objective	1. Provide sewer to Progresso
Strategies	<ul style="list-style-type: none"> a. Determine funding b. Project out for bid c. Construction d. Hook-up
Time Frame	<ul style="list-style-type: none"> a. 2001 b. 2001 c. 2002 d. 2006
Performance Measurement	Number of sewer hook-ups for the Progresso Area
Lead Entity and Contact Person	Paul Bohlander Public Services Department. 828-5729
Yearly Cost (5 Year Cost)	<u>\$4,008,159</u> for sewer
Funding Source	Bond \$3,645,322 assessment \$362,837 city share
Comments	City Commission presentation concerning Water and Sewer Master Plan forthcoming

Goal 3: Improve the Sewer Problems Across the Whole CAP Area

Objective	2. Provide sewer to Lauderdale Manors
Strategies	<ul style="list-style-type: none"> a. Determine funding b. Project out for bid c. Construction d. Hook-up
Time Frame	<ul style="list-style-type: none"> a. 2002 b. 2003 c. 2004 d. 2008
Performance Measurement	Number of sewer hook-ups for Lauderdale Manors
Lead Entity and Contact Person	Paul Bohlander Public Services Department. 828-5729
Yearly Cost (5 Year Cost)	<u>\$16,850,000</u>
Funding Source	Bond
Comments	City Commission presentation concerning Water and Sewer Master Plan forthcoming

Goal 4: New Lighting in All of Area. Improve Street Lights

Objective	1. Identify Lighting Deficiencies.
Strategies	<ul style="list-style-type: none"> a. Meet with Community (One neighborhood at a time) b. Determine if problem is power versus light fixture
Time Frame	Continuous
Performance Measurement	
Lead Entity and Contact Person	<p>Doug Lee, Public Services Department. 828-5059</p> <p>Jeff Harder, Public Services Department. 828-7807</p>
Yearly Cost (5 Year Cost)	City Staff Time
Funding Source	City Budget
Comments	Lauderdale Manors has had this assessment conducted and completed. 140 lights will be upgraded.

Goal 4: New Lighting in All of Area. Improve Street Lights

Objective	2. Upgrade and maintain lighting in areas that were identified.
Strategies	<ul style="list-style-type: none"> a. Meet with FPL to determine cost of implementing desired level of service (LOS) b. Secure funding c. Seek commission approval
Time Frame	All 12 Neighborhood Associations completed by February 2006
Performance Measurement	<p>Number of complaints</p> <p>Crime Rate</p> <p>Survey of residents on their perception of safety</p>
Lead Entity and Contact Person	<p>Doug Lee, Public Services Department. 828-5059</p> <p>Jeff Harder, Public Services Department. 828-7807</p>
Yearly Cost (5 Year Cost)	<p>Installation: <u>\$250,000</u></p> <p>Operation: \$500,000 <u>(\$2,500,000)</u></p>
Funding Source	General Fund Operating Cost
Comments	<p>Costs include lighting for Lauderdale Manors</p> <p>Coordinate with existing Lauderdale Manors Improvement Program</p>

Goal 5: Create Pedestrian Oriented Sidewalks With Shade Trees, Landscaping and Street Lighting to Create a Safer Walking Environment
combined with
Beautification of Streets Throughout the Entire CAP Area: Street Pavers, Landscaping, Sidewalks and Swales

Objective	1. City should continue the planning and funding efforts for ongoing projects. <ul style="list-style-type: none"> • Sunrise Boulevard • Broward Boulevard • NE / NW 13th Street • NE 15th Ave • NW 15th Ave • N Andrews Avenue • NE 3rd Avenue • NW 19th Street
Strategies	Monitor ongoing projects
Time Frame	Various completion dates (find)
Performance Measurement	Completion of projects during specified time frame.
Lead Entity and Contact Person	Peter Partington Engineering & Project Management 828-5761
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Staff Time
Comments	

Goal 5: Create Pedestrian Oriented Sidewalks With Shade Trees, Landscaping and Street Lighting to Create a Safer Walking Environment
combined with
Beautification of Streets Throughout the Entire CAP Area: Street Pavers, Landscaping, Sidewalks and Swales

Objective	2. Install sidewalks, swales, landscaping (street trees) and streetlights on selected pedestrian corridors throughout area. (8 recommended corridors)
Strategies	Install recommended improvements on the following corridors. (1) NW 16 St. between Powerline Rd. and Andrews Ave. (2) NE 11 St.-between Andrews Ave. and RR. (3) NW 22 ND Rd.-between 6 St. and 24 Ave. (4) NE 14 St.-between Sunrise Middle and RR. (5) NW 10 Ave-between 4 St. and 6 St. (6) NW 19 St.-between 9 Ave. and 7 Ave. (7) Chateau Park Dr. (8) NW 8 Ct. and NW 9 St.-behind JC Carter Park. Approximately 3.5 linear miles.
Time Frame	February 2006
Performance Measurement	All of the selected corridors have the recommended improvements completed within 5 years.
Lead Entity and Contact Person	Peter Sheridan Engineering 828-5086
Yearly Cost (5 Year Cost)	\$1.2 million per mile for installation and engineering (\$4.2 million) Operation: \$19,404 (\$97,020) Irrigation and Miscellaneous: \$2,000 (\$10,000)
Funding Source	T.B.D. Costs for street trees may be offset by the city's "Adopt a tree" program. CDBG, Grants, Urban Infill Grant, Broward Transportation Options (TOPS) program, Assessments
Comments	Based on Dorsey Project

As of May 2002, the list of streetscape corridors is as follows (underlined text indicates changes to previous list):

- (1) NW 16th St. between Powerline and Andrews Ave.
- (2) NE 11th St. between Andrews Ave. and the FEC tracks
- (3) NW 22nd Rd., Between Sistrunk and NW 8th, NW 22nd Ave. between NW 22nd Rd and Sistrunk
- (4) NE 14th St. between FEC tracks and NE 17th Way., NW 12th Ave. between NW 14th St. and NE 13th St.
- (5) NW 10th Ave. Between Sistrunk and NW 4th St,
- (6) NW 19th St. between Powerline and NW 7th Ave.
- (7) Chateau Park Dr. Between NW 9th Terr. and NW 15th Ave., NW 10th Ave. Between Chateau Park Dr. and Sunrise
- (8) NW 8th Ct. between 15th Terr. and 15th Ave., NW 9th St. between 15th Ave. and 13th Ave., NW 15th Ave. between 8th Court and 9th Street

Goal 5: Create Pedestrian Oriented Sidewalks With Shade Trees, Landscaping and Street Lighting to Create a Safer Walking Environment
combined with
Beautification of Streets Throughout the Entire CAP Area: Street Pavers, Landscaping, Sidewalks and Swales

Objective	3. City should participate and implement recommendations from “Walk Broward” program.
Strategies	City would participate in recommended activities educating people to be better pedestrians.
Time Frame	N/A
Performance Measurement	Reduction of number of pedestrian accidents
Lead Entity and Contact Person	Jenni Clark OCCP 762-4990
Yearly Cost (5 Year Cost)	T.B.D.
Funding Source	City Budget
Comments	

Goal 5: Create Pedestrian Oriented Sidewalks With Shade Trees, Landscaping and Street Lighting to Create a Safer Walking Environment
combined with
Beautification of Streets Throughout the Entire CAP Area: Street Pavers, Landscaping, Sidewalks and Swales

Objective	4. Enhanced street lighting at pedestrian crosswalks.
Strategies	<ul style="list-style-type: none"> a. Meet with Community (One neighborhood at a time) b. Determine if problem is power versus light fixture c. Upgrade and maintain lighting in areas that were identified
Time Frame	February 2006
Performance Measurement	Reduction of number of pedestrian accidents
Lead Entity and Contact Person	<p>Doug Lee, Public Services Department. 828-5059</p> <p>Jeff Harder, Public Services Department. 828-7807</p>
Yearly Cost (5 Year Cost)	<p>Installation: <u>\$120,000</u></p> <p>Operation: \$4,800 (<u>\$24,000</u>)</p>
Funding Source	Grants, Urban Infill Grant, Broward Transportation Options (TOPS) program, Assessments
Comments	<p>Conduct Community meeting concurrently as Goal 23a Objective 1</p> <p>Based on 48 lights installed at 24 intersections</p>

Goal 6: Make Property Owners Responsible for Clearing Trash From Their Properties / Vacant Properties*

Objective	1. Create and enforce stronger property regulations; ensure public awareness and compliance.
Strategies	<ul style="list-style-type: none"> a. Recruit and hire four additional community inspection officers. b. Hire full-time translator for Code Enforcement. c. Provide Language classes for 6+ code officers. d. Require officers to attend neighborhood association and public meetings. e. Develop and distribute tri-lingual code reference materials at neighborhood association meetings and in general.
Time Frame	February 2003
Performance Measurement	User Satisfaction Survey
Lead Entity and Contact Person	Lori Milano, Community Inspections 828-5856
Yearly Cost (5 Year Cost)	<ul style="list-style-type: none"> a. CAP Code Team (4 officers): \$160,000 (\$800,000) b. \$35,000 (\$175,000) c. Class expense + 6 officer overtime = \$120,000 one time cost d. (Included in a.) e. Media and Publicity Costs: \$5,000 (\$25,000)
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	<p>Parallel to Goal 15h, this goal's objectives also focus on improving the public's understanding of the code process and the issues that relate to specific code cases or properties. For instance, both under Fort Lauderdale municipal code and Florida state statute, property owners are responsible for maintaining their properties.</p> <p>Therefore, law accomplishes the goal in and of itself. However, to increase the public's acknowledgement of property owners responsibilities and to also ensure that rental neighborhoods are clean and up to code, the Objectives presented have been developed in attempt to alleviate the root problem of the goal: non-compliance.</p> <p>Additionally, in order to ensure that buildings do not become dilapidated or rundown in the future, the Objectives of this goal also focus on the maintenance of such structures.</p>

Goal 6: Make Property Owners Responsible for Clearing Trash From Their Properties / Vacant Properties*

Objective	2. Encourage corporate/local business assistance for rental and owned property maintenance.
Strategies	<ul style="list-style-type: none"> a. Determine what resources and materials are needed for specific homes or property owners. b. Determine what companies and/or programs are available to donate or provide these resources or services. c. Develop incentive program to encourage donation. d. Monitor rehabilitation of homes/parcels.
Time Frame	January 2003
Performance Measurement	<p>Number of organizations or programs located and contracts established</p> <p>Number of properties enhanced via strategies.</p>
Lead Entity and Contact Person	<p>Keith Mizell (Residential) Housing 828-4530</p> <p>Kim Jackson (Commercial) CRA 828-8952</p>
Yearly Cost (5 Year Cost)	Existing Department Resources
Funding Source	Department Budget, Grants, Front Porch Initiative, CDBG, Neighborhood Beautification Program
Comments	

Goal 6: Make Property Owners Responsible for Clearing Trash From Their Properties / Vacant Properties*

Objective	3. Encourage Neighborhood and Civic Associations to provide resources for owners/renters unable to maintain their property (due to disability, age, income, etc. Include NCIP)
Strategies	<ul style="list-style-type: none"> a. Establish a team consisting of a human services director, a code officer, an NCIP staff member and neighborhood or civic association member. b. Determine what homes, property owners, and/or renters are in need of maintenance resources. c. Determine what resources are available both public and private. d. Set up time-line that prioritizes properties by level of need throughout a neighborhood. e. Distribute resources and services accordingly.
Time Frame	October 2003
Performance Measurement	Number of rehabilitation and maintenance efforts of properties.
Lead Entity and Contact Person	Lori Milano Community Inspections 828-5856
Yearly Cost (5 Year Cost)	Existing Department Resources
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	See Goal 12b

* Costs associated with Goal 24a are estimated in conjunction with Goal 15h and are not duplicated in the Summary of Goal Costs or Sources of Goal Funding.

Goal 7: Tear Down Abandoned / Unsafe Buildings.*

Objective	1. Improve information dissemination of Code process and code-related issues (i.e. notice of building statuses).
Strategies	<ul style="list-style-type: none"> a. Upon City Commission approval of Community Inspection Bureau's budget increase, recruit and hire four additional community inspection officers. b. Hire full-time translator. c. Allow funding for Language classes for 6+ code officers. d. Require officers to attend neighborhood association and public meetings. e. Develop and distribute tri-lingual code reference materials at neighborhood association meetings and in general.
Time Frame	February 2003
Performance Measurement	User Satisfaction Survey
Lead Entity and Contact Person	Lori Milano, Community Inspections 828-5856
Yearly Cost (5 Year Cost)	<ul style="list-style-type: none"> a. CAP Code Team (4 officers): \$160,000 (\$800,000) b. \$35,000 (\$175,000) c. Class expense + 4 officers overtime = \$30,000 \$120,000 one time cost d. (See a) e. Media and Publicity Costs \$5,000 (\$25,000)
Funding Source	Department Budget, Grants
Comments	<p>Due to the fact that the Community Inspections Bureau currently has the authority to tear down buildings that have been deemed unsafe, the Objectives of goal 15h focus more on improving the public's understanding of the code process and the issues that relate to specific code cases or properties.</p> <p>Additionally, in order to ensure that more and more buildings do not become dilapidated or unsafe in the future, the Objectives of goal 15h also focus on the rehabilitation of such structures.</p> <p>It is the belief of the CLC and IWT that collectively, these 3 Objectives will ultimately help to reduce structural and physical blight throughout neighborhoods.</p>

Goal 7: Tear Down Abandoned / Unsafe Buildings.*

Objective	2. Make resources available for rehabilitation of dilapidated buildings/lots; include City and non-governmental resources.
Strategies	<ul style="list-style-type: none"> a. Determine what resources and materials are needed for specific homes or properties. b. Determine what companies and/or programs are available to donate or provide these resources or services. c. Develop incentive program to encourage donation. d. Monitor rehabilitation of homes/parcels.
Time Frame	January 2003
Performance Measurement	Number of rehabilitated buildings
Lead Entity and Contact Person	Lori Milano Community Inspections 828-5856
Yearly Cost (5 Year Cost)	N/A
Funding Source	Department Budget, Grants,
Comments	See Goal 12b.

Goal 7: Tear Down Abandoned / Unsafe Buildings.*

Objective	3. Encourage Neighborhood and Civic Associations to become responsible for reporting and monitoring code violations; partner with realtor agencies.
Strategies	<ul style="list-style-type: none"> a. Establish a team consisting of City's Realtor, code officer, and neighborhood association member. b. Team to track status of area buildings and report back to community. c. Team to report neighborhood concerns of specific buildings and/or parcels to Code Department.
Time Frame	October 2003
Performance Measurement	Number of reported code violations
Lead Entity and Contact Person	Lori Milano Community Inspections 828-5856
Yearly Cost (5 Year Cost)	N/A
Funding Source	Department Budget, Grants,
Comments	See Goal 12b.

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	1. Bring big box (department store, hardware store, grocery store, etc.) to area.
Strategies	a. Create a policy to encourage the identification and aggregation of parcels for large-retail land.
Time Frame	February 2003
Performance Measurement	Report on policy and monitor with collection of parcels.
Lead Entity and Contact Person	Chris Wren OCCP 762-8970 Constance Scott Economic Development 759-5977
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget (Staff Time)
Comments	Target Area: Between Andrews Avenue and 9 th Avenue, specifically on Sunrise and Broward Boulevards.

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	2. Create more incentives to lure new business.
Strategies	<ul style="list-style-type: none"> a. Determine and create report of incentives to be used for new business development b. Market availability of incentives
Time Frame	February 2003
Performance Measurement	Economic impact due to access and utilization of incentives
Lead Entity and Contact Person	Eve Bazer Economic Development 828-4505
Yearly Cost (5 Year Cost)	\$5,000 <u>(\$25,000)</u>
Funding Source	City Budget
Comments	Small Business Round Table Meeting to be held in March.

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	3. Provide for exemptions and design standards in building codes (ULDR) for older & non-conforming issues (Except life-safety issues.)
Strategies	<ul style="list-style-type: none"> a. City's urban design plan by consultant b. Review and recommend criteria for writing design standards c. Write, review and apply standards
Time Frame	February 2003
Performance Measurement	<p>Change in Code in 2003</p> <p>Design standards manual</p> <p>Number of businesses using this.</p> <p>Number of permits issued using design manual.</p>
Lead Entity and Contact Person	<p>Liz Holt Construction Services 761-5262</p> <p>Chris Wren OCCP 762-8970</p>
Yearly Cost (5 Year Cost)	<u>(30,000)</u>
Funding Source	City Budget
Comments	

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	4. Construction Services staff to serve as “ombudsman” to building department to assist small business through the process.
Strategies	Assist small business owners through the permitting process to expedite redevelopment efforts and the establishment of new businesses
Time Frame	February 2003
Performance Measurement	Reports and monitoring of the number of projects the position has assisted on.
Lead Entity and Contact Person	Cecelia Hollar, Construction Services 761-5261
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget (Staff Time)
Comments	

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	5. Privatize parts of the building department review process or add additional outsourcing
Strategies	Identify sections of the review process that can be contracted out.
Time Frame	February 2003
Performance Measurement	Data collection established and reports done on cost savings, permits processed; Cycle Time.
Lead Entity and Contact Person	Cecelia Hollar Construction Services 761-5261
Yearly Cost (5 Year Cost)	Funding to come from incentive or paid via permit fee.
Funding Source	City Budget
Comments	

Goal 8: City Needs to Concentrate on Luring New Businesses to Area

Objective	6. City policy makers should re-visit and change the “30 day call-up” rule for continuance of non-conforming structures/uses.
Strategies	Assign to Pending Items List Committee (PIL)
Time Frame	February 2003
Performance Measurement	Change in code 2003
Lead Entity and Contact Person	Liz Holt Construction Services 761-5262
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget (Staff Time)
Comments	Revision recommendations scheduled for P&Z meeting in February.

Goal 9: Improve Landscaping on Main Thoroughfare, Gateway Corridors and Streets Leading into Neighborhoods.

Objective	1. Disseminate information regarding planned and approved thoroughfare landscaping redevelopment improvements
Strategies	a. Design Thoroughfare Landscaping Newsletter b. Assessment of public's opinion on roadway medians
Time Frame	June 2002
Performance Measurement	Number of newsletters sent out User Survey
Lead Entity and Contact Person	Kathy Connor Parks and Recreation 828-5869 Chaz Adams PIO 828-4748
Yearly Cost (5 Year Cost)	\$3,000 (\$15,000)
Funding Source	Department Budget
Comments	The Parks Division maintains a database rating the condition of medians as well as a projected date of improvements for each. The Task Group identified that this information should be made available to the Community so they know when to expect improvements on certain corridors.

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	1. Provide alternative funding for permit fees for certain types of exterior replacements toward improvement of buildings in areas to be identified.
Strategies	a. Façade loan Funding Program through the CRA. b. Low interest building loan program c. Promote programs
Time Frame	February 2003
Performance Measurement	Number of buildings utilizing alternative funding
Lead Entity and Contact Person	Eve Bazer Economic Development 828-4505 Keith Mizell Housing 828-4530
Yearly Cost (5 Year Cost)	\$270,000 (\$1,350,000) Commercial \$1,400,000 (\$7,000,000) Residential
Funding Source	SHIP, CDBG
Comments	Currently, \$100,000 in low interest building loan program.

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	2. Locate money for improvements
Strategies	<ul style="list-style-type: none"> a. Allocate/Employ staff to research and apply for funding full-time. b. Provide a means to educate the community on researching and applying for funding on their own.
Time Frame	February 2003
Performance Measurement	<p>Report created on recommendations to acquire monies</p> <p>Percent of people utilizing funding</p>
Lead Entity and Contact Person	<p>Eve Bazer Economic Development 828-4505</p> <p>Keith Mizell Housing 828-4530</p> <p>Small Business Development Council</p>
Yearly Cost (5 Year Cost)	<p>\$50,000 (\$250,000)</p> <p>\$25,000 (\$125,000)</p>
Funding Source	General Fund
Comments	

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	3. Develop an incentive package for home/ business improvement and renovation
Strategies	
Time Frame	February 2003
Performance Measurement	Number of people, businesses
Lead Entity and Contact Person	Terry Sharp Finance 828-5425
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget (Staff Time)
Comments	

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	4. Improve code compliance as it relates to home improvements
Strategies	Refer to goals 24a and 15h
Time Frame	February 2003
Performance Measurement	Number of improvements made and progress reports of code complaints
Lead Entity and Contact Person	Lori Milano Code Compliance 761-5856
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget (Staff Time)
Comments	

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	5. Better communication and education of available means for home/business improvements.
Strategies	Public information office prepare and co-ordinate materials for distribution
Time Frame	February 2003
Performance Measurement	Number of available means for improvements being utilized by more home/business owners due to increased awareness of programs.
Lead Entity and Contact Person	<p>Kathryn Glenewinkel Economic Development 828-1503</p> <p>Margarette Hayes Housing 828-4512</p> <p>Leslie Backus PIO 828-4747</p>
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget
Comments	

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	6. Develop strategy to create new housing that is desirable.
Strategies	Promote existing strategies (i.e., Dorsey Riverbend Housing Development Program, and Sweeting Housing)
Time Frame	February 2003
Performance Measurement	Number of attractive housing built and number of homes being bought.
Lead Entity and Contact Person	Kim Jackson, CRA 828-8952 Kevin Mizell, Housing 828-4530
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget
Comments	

Goal 10: Develop Methods for Home/Business Improvement and Renovation.

Objective	7. Address incompatible land uses to improve housing using Brownfields and environmental regulations.
Strategies	<ul style="list-style-type: none"> a. Creation of study. b. Implement recommendations of Study
Time Frame	February 2003
Performance Measurement	Number of incompatible land uses improved and development occurring on site deemed previously non-developable.
Lead Entity and Contact Person	Chris Wren OCCP 762-8970
Yearly Cost (5 Year Cost)	N/A
Funding Source	City Budget
Comments	

Goal 11: Make More Tree Available to Local Neighborhoods

Objective	1. Develop new tree give-away program that is more robust than the current Adopt-A-Tree Program.
Strategies	<ul style="list-style-type: none"> a. Consult with Urban Forester and Landscape Inspector about ideal tree species in Central Area b. Obtain tree canopy data from Broward County Environmental Resource Division c. Design tree give-away for private property owners d. Promote tree days twice yearly
Time Frame	May 2003
Performance Measurement	Number of trees given away
Lead Entity and Contact Person	<p>Gene Dempsey Parks and Recreation 828-5785</p> <p>Broward County Comprehensive Neighborhood Planning Division 357-6618</p> <p>Kathleen Connor Parks and Recreation 828-5869</p>
Yearly Cost (5 Year Cost)	<p>\$4,500</p> <p>(\$22,500)</p>
Funding Source	
Comments	<p>Existing programs require trees to be planted in public right-of-ways. This prevents property owners from planting in a more appropriate location.</p> <p>The objective is to encourage more tree plantings to result in a denser tree canopy.</p> <p>Fort Lauderdale is a member of the National Arbor Day Foundation which promotes tree planting.</p>

Goal 11: Make More Tree Available to Local Neighborhoods

Objective	2. Design new Tree Program Brochure
Strategies	Work with Public Information to design and print new tree brochure
Time Frame	January 2002
Performance Measurement	Monitor number of trees provided to public
Lead Entity and Contact Person	Chaz Adams PIO 828-4748 Gene Dempsey Parks and Recreation 828-5785
Yearly Cost (5 Year Cost)	\$3,000 (\$15,000)
Funding Source	City Budget
Comments	Monitor with Kathy Connor 828-5869

Goal 12: Install Swales with Landscaping Where Appropriate

Objective	1. Evaluation of swales in Central Area
Strategies	a. Evaluate Swale Data in CAP area b. Present findings to CAPIT for direction
Time Frame	April 2001
Performance Measurement	Number of requests vs. survey data
Lead Entity and Contact Person	Tom Dobbs OCCP 762-8956
Yearly Cost (5 Year Cost)	N/A
Funding Source	
Comments	Task group revealed swale deterioration is often due to lack of residential parking.

Goal 12: Install Swales with Landscaping Where Appropriate

Objective	2. Hire a Consultant to propose swale improvement plan
Strategies	<ul style="list-style-type: none"> a. Study the effects of parking on swales along NW 4th Street and develop a “model street” to be used as an example throughout the City. b. Study the effectiveness of the current Swale Reclamation Program and develop a “model street cross-section” to be tested in either Lauderdale Manors or Dillard Home Association. This can be used as an example throughout the City.
Time Frame	June 2003
Performance Measurement	Completed Study
Lead Entity and Contact Person	Peter Sheridan Engineering 828-5086
Yearly Cost (5 Year Cost)	<p><u>\$50,000</u> -one time cost</p> <p>Implementation costs T.B.D.</p>
Funding Source	CDBG; TIFF
Comments	<p>Study will look to create “model swales”.</p> <p>4th Street, near Walker Park, was one specific location targeted in the CAP workshops as having a specific need.</p> <p>Use the Flagler Heights Model.</p> <p>Recommendations could include anything from code changes to a Capital Improvement Project.</p>

Goal 13: Install Speed Humps (Traffic Calming Measures)

Objective	1. Establish a speed hump/traffic-calming fund available to the Central Area.
Strategies	<ul style="list-style-type: none"> a. Revise Speed Hump criteria for the Central Area b. Establish an application process c. Accept applications d. Consider other traffic calming alternatives e. Disbursement of funds
Time Frame	December 2001
Performance Measurement	<p>Number of neighborhood applications.</p> <p>User satisfaction suveys.</p>
Lead Entity and Contact Person	<p>Peter Partington</p> <p>Public Services Department.</p> <p>828-5761</p>
Yearly Cost (5 Year Cost)	<p>Construction: \$50,000 (\$200,000)</p> <p>Administration: \$20,000 (\$80,000)</p> <p>4 year program</p>
Funding Source	Speed Hump Fund, Bonds, Grants, CDBG, NCIP
Comments	

Goal 13: Install Speed Humps (Traffic Calming Measures)

Objective	2. Consult with the County to install a traffic light at the entrance of Regal Trace.
Strategies	<ul style="list-style-type: none"> a. Meet with the County b. Warrant Study c. MPO Funding List d. MPO Funding e. Police enforcement
Time Frame	October 2005
Performance Measurement	Installation of traffic light
Lead Entity and Contact Person	Peter Partington Public Services Department. 828-5761
Yearly Cost (5 Year Cost)	TBD
Funding Source	MPO
Comments	

Goal 13: Install Speed Humps (Traffic Calming Measures)

Objective	3. Address speeding around the following schools: North Fork Elementary, Walker Elementary, Thurgood Marshall Elementary, and Dillard Elementary
Strategies	a. Meet with School Board b. Installation of traffic calming measures
Time Frame	October 2002
Performance Measurement	Percent decrease in traffic incidents around schools
Lead Entity and Contact Person	Peter Partington Public Services Department. 828-5761
Yearly Cost (5 Year Cost)	TBD
Funding Source	School Board
Comments	

Goal 14: Create More Local Neighborhood Parks

Objective	1. Create 4 new parks
Strategies	<ul style="list-style-type: none"> a. Park Staff selection of new parks sites totaling approximately 8-10 acres <ul style="list-style-type: none"> - Walker Park/School Area - Sweeting Area - Poinsettia Heights Area - Flagler Heights Area b. Purchase of property for parks c. Design workshops with surrounding neighborhoods d. Park design and construction bidding
Time Frame	January 2006
Performance Measurement	Survey of new park usage
Lead Entity and Contact Person	<p>Kathy Connor Parks and Recreation 828-5869</p> <p>Victor Volpi City Real Estate Officer 828-5056</p>
Yearly Cost (5 Year Cost)	<p>Land Acquisition (based on 2 acre sites):</p> <ul style="list-style-type: none"> - \$ 174,240 Walker Park/School Area - \$ 435,600 Sweeting Area - \$ 609,840 Poinsettia Heights Area - \$2,178,000 Flagler Heights Area <p>Total = <u>\$3,397,680</u></p> <p>Construction and Engineering Costs: \$500,000 per park. Total = <u>\$2,000,000</u> (one time cost)</p> <p>Maintenance: \$25,000 per park / Total = \$100,000 (<u>\$500,000</u>)</p>
Funding Source	Grants, Bonds, Department Budget
Comments	<p>These land acquisition costs are based upon average current market values of vacant properties within the listed areas.</p> <p>Broward County has recently passed a \$400 million dollar park bond referendum. City staff will be exploring the possibility of applying for some of this money toward park development specifically in the Central Area.</p>

Goal 15: More Creole City Services Especially in Code Enforcement Department and Juvenile Police Department Employees

Objective	1. Establish and expand police volunteer program.
Strategies	<ul style="list-style-type: none"> a. Analyze existing Police volunteer program and expand Citywide, in all departments, for various qualifications. b. Create incentives for City volunteers (i.e. child care, possible job advancement). c. Create publicity campaign to encourage volunteering from Haitian Community. d. Recruit and “hire” potential volunteers from the Haitian Community. e. Form liaison with Haitian Volunteers, City employees and Community at large. f. Transition volunteers to part-time temporary, or full-time permanent employees.
Time Frame	July 2007
Performance Measurement	<p>Number of volunteers</p> <p>Minimum 50% of volunteers to become employed by City of Fort Lauderdale.</p>
Lead Entity and Contact Person	<p>Major Chuck Drago Community Policing 761-5479</p> <p>Alyce V. Zahniser Diversity Management 762-4933</p>
Yearly Cost (5 Year Cost)	<p>Publicity consultant: \$20,000</p> <p>(\$100,000)</p>
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	The Task Group believes that by promoting volunteer opportunities for the Haitian Community throughout all City departments, communication and trust between the two entities will increase and ultimately, more Haitian community members will be employed by the City of Fort Lauderdale.

Goal 15: More Creole City Services Especially in Code Enforcement Department and Juvenile Police Department Employees

Objective	2. Develop educational training programs about the Haitian community and culture.
Strategies	<ul style="list-style-type: none"> a. Determine which City employees should require mandatory educational training. b. Work with Diversity Management Office, Cultural Community Leaders, and Haitian Relations Specialists to develop training program. c. Begin mandatory classes. d. Survey Haitian Community and City employees to determine effectiveness of program, if any.
Time Frame	April 2002
Performance Measurement	<p>Number of educational training classes</p> <p>Number of City employees taking class</p>
Lead Entity and Contact Person	<p>Major Chuck Drago Community Policing 828-5479</p> <p>Yolanda Cowart Diversity Management 762-5649</p>
Yearly Cost (5 Year Cost)	<p>Program cost through EEO/Diversity: \$2,000</p> <p>(\$10,000)</p>
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	

Goal 15: More Creole City Services Especially in Code Enforcement Department and Juvenile Police Department Employees

Objective	3. Create informative “welcome packages” to be distributed to the immigrant Haitian community.
Strategies	<ul style="list-style-type: none"> a. Research existing distributed welcome packages (i.e. US Armed Forces, local neighborhood association newsletter, post office notice). b. Work with members of Haitian Community to determine what type of materials to include and their format. c. Work with INS to develop list of immigrant families or households that may benefit from City welcome package. d. Begin distribution. e. Survey recipients to determine effectiveness of welcome packages.
Time Frame	May 2002
Performance Measurement	Number of homes receiving welcome packages
Lead Entity and Contact Person	Yolanda Cowart, Diversity Management 762-5649
Yearly Cost (5 Year Cost)	4,000 packages per year at \$10 each = \$40,000 (\$200,000)
Funding Source	Department Budget, Grants, Front Porch Initiative
Comments	

Goal 16: Haitian/Jamaican Cultural Center City/County Sponsored.

Objective	1. Create a One Stop Program with elements of Parks & Recreation, Social Services, businesses, community rooms, job training, limited City services.
Strategies	<ul style="list-style-type: none"> a. Assess best method of delivery. b. Identification of best location. c. Provide programs.
Time Frame	February 2002
Performance Measurement	Number of attendees
Lead Entity and Contact Person	Pete Witschen City Manager's Office 828-5019
Yearly Cost (5 Year Cost)	<u>\$500,000</u>
Funding Source	Grants, Corporate, and Private donations
Comments	

Goal 16: Haitian/Jamaican Cultural Center City/County Sponsored.

Objective	2. Location of center should be within walking distance of the targeted population.
Strategies	Determine strategy & recommendations to locate the target population.
Time Frame	February 2002
Performance Measurement	User Survey
Lead Entity and Contact Person	Pete Witschen City Manager's Office 828-5019
Yearly Cost (5 Year Cost)	Study and report <u>\$15,000</u>
Funding Source	City Budget
Comments	

Goal 17: Encourage More High Density Housing in the Existing Regional Activity Center- City Center (RAC-CC) & Regional Activity Center- Urban Village (RAC-UV) Zoning Designations (Flagler Heights Area).

Objective	1. Design/Adopt infrastructure plan for the redevelopment area- those lands within the RAC-CC and RAC-UV zoning.
Strategies	<ul style="list-style-type: none"> a. Infrastructure plan adopted within 6 months and project plans applying for permits. b. City Commission to adopt infrastructure plan to update obsolete infrastructure to allow for development.
Time Frame	February 2002
Performance Measurement	<ul style="list-style-type: none"> a. Plan Written b. Number of infrastructure recommendations implemented
Lead Entity and Contact Person	Kim Jackson CRA 828-8952
Yearly Cost (5 Year Cost)	Self-funding if the policy is adopted.
Funding Source	Community Redevelopment Agency; Taxes
Comments	

Goal 17: Encourage More High Density Housing in the Existing Regional Activity Center- City Center (RAC-CC) & Regional Activity Center- Urban Village (RAC-UV) Zoning Designations (Flagler Heights Area).

Objective	2. Use C.R.A. to pass through the Tax Increment Financing in the form of project specific tax abatement.
Strategies	a. Determine strategy & recommendations to implement TIF. b. Implement TIF and report results.
Time Frame	Various completion dates dependent on types of infrastructure improvement.
Performance Measurement	Number of projects started via TIF
Lead Entity and Contact Person	Kim Jackson CRA 828-8952
Yearly Cost (5 Year Cost)	Self-funding if the policy is adopted. Funding identified through the CRA taxes provided from within the district.
Funding Source	Community Redevelopment Agency; Taxes
Comments	

Goal 17: Encourage More High Density Housing in the Existing Regional Activity Center-City Center (RAC-CC) & Regional Activity Center- Urban Village (RAC-UV) Zoning Designations (Flagler Heights Area).

Objective	3. Design/Adopt infrastructure plan for the redevelopment area-those lands within the RAC-CC and RAC-UV zoning.
Strategies	Infrastructure plan adopted within 6 months and project plans applying for permits.
Time Frame	February 2002
Performance Measurement	Plan Written
Lead Entity and Contact Person	Kim Jackson, CRA 828-8952
Yearly Cost (5 Year Cost)	Self-funding if the policy is adopted.
Funding Source	Community Redevelopment Agency; Taxes
Status/Comments	

Goal 17: Encourage More High Density Housing in the Existing Regional Activity Center- City Center (RAC-CC) & Regional Activity Center- Urban Village (RAC-UV) Zoning Designations (Flagler Heights Area).

Objective	4. Construct infrastructure based on plan above.
Strategies	City Commission to adopt infrastructure plan to update obsolete infrastructure to allow for development.
Time Frame	Various completion dates dependent on types of infrastructure improvement.
Performance Measurement	Number of infrastructure recommendations implemented
Lead Entity and Contact Person	Kim Jackson, CRA 828-8952
Yearly Cost (5 Year Cost)	\$7.78 million
Funding Source	TIF
Status/Comments	

**Goal 17: Encourage More High Density Housing in the Existing Regional Activity Center-
City Center (RAC-CC) & Regional Activity Center- Urban Village (RAC-UV) Zoning
Designations (Flagler Heights Area).**

Objective	5. Use C.R.A. to pass through the Tax Increment Financing in the form of project specific tax abatement.
Strategies	Determine strategy & recommendations to implement TIF. Implement TIF and report results.
Time Frame	Ongoing
Performance Measurement	Number of projects started via TIF
Lead Entity and Contact Person	Kim Jackson, CRA 828-8952
Yearly Cost (5 Year Cost)	Self-funding if the policy is adopted. Funding identified through the CRA taxes provided from within the district.
Funding Source	Community Redevelopment Agency; Taxes
Status/Comments	

SUMMARY OF GOAL COSTS – 5 Year Estimate

Priority	Goal	Estimated Total Cost	Estimated Capital Cost	Estimated Operational Expenses
1	Increase police presence in areas identified by community and crime index; control the migration of crime.	\$3,785,000	\$65,000	\$3,720,000
2	New drainage system for flooding areas.	\$4,800,000	\$4,600,000	\$200,000
3	Improve the sewer problems across all communities.*	\$20,800,000	\$20,800,000	\$0
4	New lighting in all of area. Improve streetlights.	\$2,750,000	\$250,000	\$2,500,000
5	Create pedestrian oriented sidewalks with shade trees, landscaping, and street lighting to create a safer walking environment AND Beautification of streets throughout the entire CAP area: street pavers, landscaping, sidewalks, swales.	\$4,450,000	\$4,320,000	\$130,000
6	Make property owners responsible for clearing trash from their property - vacant properties	\$1,120,000	\$0	\$1,120,000
7	Abandoned/Unsafe buildings - tear down.	Included in Goal 24a	\$0	\$0
8	City needs to concentrate on luring new business to area.	\$55,000	\$0	\$55,000
9	Improved landscaping on main thoroughfares, gateway corridors, and streets leading into neighborhoods;	\$15,000	\$0	\$15,000
10	Develop methods for home/business improvement and renovation.	\$9,000,000	\$0	\$9,000,000
11	Beautification: the Forester making trees, plants, and greenery available to rundown areas.	\$37,000	\$37,000	\$0
12	Install swales with landscaping where appropriate.	\$50,000	\$50,000	\$0
13	Install speed bumps/humps (Traffic Calming Measures).	\$280,000	\$200,000	\$80,000
14	More local neighborhood parks.	\$5,890,000	\$5,390,000	\$500,000
15	More Creole city services especially in code enforcement department and juvenile police department employees.	\$310,000	\$0	\$310,000
16	Haitian/Jamaican Outreach. Culture center, city/state sponsored.	\$515,000	\$0	\$515,000
17	Encourage more high-density housing in the existing Regional Activity Center-City Center (RAC-CC) & Regional Activity Center-Urban Village (RAC-UV) zoning designations (Flagler Heights Area).**	\$7,780,000	\$7,780,000	\$0
SUBTOTAL			\$43,492,000	\$18,145,000
TOTAL			\$61,637,000	

* Goal 3 was addressed in the Water & Sewer proposal to the City Commission on March 20, 2001.

** Goal 17 was addressed in the CRA proposal presented to the City Commission on March 27, 2001.

SOURCES OF GOAL FUNDING

Priority	Goal	Estimated Total Cost	Funding Sources		
			Estimated Existing Budget	Estimated Reallocated Budget	Estimated New Funding
1	Increase police presence in areas identified by community and crime index; control the migration of crime.	\$3,785,000	1,000,000	\$0	\$2,785,000
2	New drainage system for flooding areas.	\$4,800,000	\$700,000	\$0	\$4,100,000
3	Improve the sewer problems across all communities.	\$20,800,000	\$0	\$0	\$20,800,000
4	New lighting in all of area. Improve streetlights.	\$2,750,000	\$50,000	\$0	\$2,700,000
5	Create pedestrian oriented sidewalks with shade trees, landscaping, and street lighting to create a safer walking environment AND Beautification of streets throughout the entire CAP area: street pavers, landscaping, sidewalks, swales.	\$4,450,000	\$0	\$0	\$4,450,000
6	Make property owners responsible for clearing trash from their property - vacant properties	\$1,120,000	\$0	\$0	\$1,120,000
7	Abandoned/Unsafe buildings - tear down.	Included in Goal 24a	\$0	\$0	\$0
8	City needs to concentrate on luring new business to area.	\$55,000	\$0	\$0	\$55,000
9	Improved landscaping on main thoroughfares, gateway corridors, and streets leading into neighborhoods;	\$15,000	\$15,000	\$0	\$0
10	Develop methods for home/business improvement and renovation.	\$9,000,000	\$0	\$0	\$9,000,000
11	Beautification: the Forester making trees, plants, and greenery available to rundown areas.	\$37,000	\$37,000	\$0	\$0
12	Install swales with landscaping where	\$50,000	\$50,000	\$0	\$0
13	Install speed bumps/humps (Traffic Calming Measures).	\$280,000	\$40,000	\$0	\$240,000
14	More local neighborhood parks.	\$5,890,000	\$0	\$0	\$5,890,000
15	More Creole city services especially in code enforcement department and juvenile police department employees.	\$310,000	\$10,000	\$0	\$300,000
16	Haitian/Jamaican Outreach. Culture center, city/state sponsored.	\$515,000	\$0	\$0	\$515,000
17	Encourage more high-density housing in the existing Regional Activity Center-City Center (RAC-CC) & Regional Activity Center-Urban Village (RAC-UV) zoning designations (Flagler Heights Area).	\$7,780,000	\$0	\$0	\$7,780,000
SUBTOTAL			\$1,902,000	\$0	\$59,735,000
TOTAL			\$61,637,000		